Partnering "One-on-One"

Michael Dawson
Head, EMS & SDS
Department of National Defence
Canada

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Overview

- Evolution of the concept:
  Mentoring Partnerships
  The CCMS IPAP Program
- Elements of a Partnership Initiative
- Canada/Lithuania/Sweden EMS Initiative
- Lessons learned
- Future possibilities
- Conclusions
- Questions

Mentoring Partnerships

- CCMS Final Report on EMS (#240) and Thun Report (#240B) recognised need for support
- Vyskov Workshop Report (#258) identified knowledge gap and recommended specific remedies including “mentoring partnerships”

The CCMS IPAP Program

Individual Partnership Activity Program(IPAP) proposed by CCMS at the same time as the Vyskov recommendations

(i.e. early 2003)

Elements of a Partnership Initiative

- **SMART**
- Specific: projects, products defined
- Measurable: evaluation criteria established
- Achievable: time/financial/human resources
- Realistic: projects, products can be delivered in full
- Time-bound: agreement contains a term of service
- **Signed by both/all parties**

Canada/Lithuania/Sweden EMS Initiative

- (Canada) Director General, Environment and (Sweden) NBD Defence School partnered with (Lithuania) Ministry of National Defence
- Inaugural meeting: August 2002
- Canada/Lithuania and Sweden/Lithuania reciprocal agreements in place
- Deliverable: an ISO-compliant Environmental Management System in place across the Lithuanian Armed Forces bt December 2003

Canada/Lithuania/Sweden EMS Initiative

- Work Plan (“contract”) developed and agreed
- Timetable agreed for meetings
- Roles and responsibilities identified
- EMD development and roll-out programme developed
- (Lithuanian MoND) target audiences, decision-makers identified
- Translation issues resolved

Canada/Lithuania/Sweden EMS Initiative

- 8 meetings: 5 planning: 3 training
- 2 briefings to Supreme Commander
- (2nd to) Final Meeting December 9, 2003
- Evaluation of first cycle of EMS tentatively scheduled for March 2005
- Early indications are that the EMS is fully functioning

Lessons learned

- The “right mix” of people
- Keep it small and simple
- Plan a strategy for each decision point
- Briefly record decisions taken at each stage

Future possibilities

- Canada in discussions with Romania
- CCMS has suggested other possibilities
- CCMS EMS workshop planned for Fall 2004 in Sonthofen (Germany) will provide a forum for countries to partner on EMS

Conclusions

- "One-on-one" partnering is effective when:

  - the desired end state (product) is clearly understood by both parties;
  - the work can be accomplished by a small group;
  - the "contract" can be comprehensively committed to writing; and,
  - the necessary support is in place (on both sides)

Questions?

Dawson.MT@forces.gc.ca